

ORGANIZATIONAL PROFILE

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Fort Detrick is a premier quad-service installation committed to excellence. Service members and civilians provide base operations support for personnel and community, information technology, security and operations, logistics, engineering, resource management, and command and staff major service areas. US Army Garrison (USAG) personnel have years of experience in providing extraordinary support required for the telecommunications

and biohazard containment missions. Our engineering specialists know the intricacies of biomedical laboratory safety and equipment. Our specialized utility systems are developed and managed to ensure protection of the air, land, and water. Tenant organizations are able to pursue their missions involving highly infectious organisms and virulent biological toxins because of the one-of-a-kind safety systems designed, built and maintained at Fort Detrick.

FORT DETRICK US ARMY GARRISON VISION		FORT DETRICK US ARMY GARRISON VALUES
The USAG – supporting Fort Detrick through technology and innovation, fostering an environment for growth and transformation in the 21st Century.		Honesty, Integrity, Responsibility, Loyalty Commitment and Competence

P.1 Through our vision and values, we are working to forge a community climate of excellence where every service member, civilian, contract employee and family member develop a strong sense of community pride and ownership, thereby improving our mission and enhancing the well-being of those who work and live on the Installation. This vision will be realized through a modern, efficiently managed installation with a long-range plan to continually improve base operations support to our customers. The USAG's values can be defined as our organization's code of ethics and behavior. Our values provide the guiding principles to achieve our vision, mission and goals.

The USAG mission is to provide base operations support to Department of Defense (DOD) organizations and other federal agencies operating on the Installation. The USAG serves 4 of President Bush's Cabinet-level agencies, which include DOD, Department of Agriculture, Department of Homeland Security (DHS), and Department of Health and Human Services. Within the DOD, Fort Detrick supports elements of all military services. Major Department of the Army (DA) tenants include the US Army Medical Research and Materiel Command (MRMC), US Army Medical Research Institute of Infectious Diseases (USAMRIID), US Army Medical Materiel Agency and the 21st Signal Brigade. As the key player in National Biodefense Strategy, the National Interagency Biodefense Campus (NIBC) will be constructed on the Installation over the next 7 years. This Campus will bring together, at one location, several federal agencies; will enhance public health research, biomedical research, and biotechnology development; and encourage scientific collaboration. USAG is the facilitator for the National Interagency Biodefense Coordinating Committee (NIBCC) and established a process for promoting federal interagency coordination in facilities planning and technology sharing to minimize duplication of effort, technology and facilities.

Organizational Structure: As an Army Medical Department Installation, Fort Detrick is under the command and control of the US Army Medical Command (MEDCOM), and is recognized as a "Special Installation" under the Installation Management Agency (IMA). The strategic missions include national biomedical research and

development, joint medical logistics, and global telecommunications. We also provide support services for military families. As a "Special Installation," we are evolving to the Standard USAG Organization and Common Levels of Service under IMA.

Major Markets. The USAG's customers and stakeholders span a wide spectrum, both within and outside of the Installation. Our key customers and stakeholders are shown in Figure O-1. The USAG uses an ongoing process to assess and update customer expectations of our services. Even though DA generally prescribes the delivery manner of our products and services, we have learned that our clients expect us to provide consistent support in an increasingly cost-effective manner while adding new services as demanded by their missions.

FIGURE O-1

CUSTOMER GROUPS
Tenant Activities (Army, DOD, Other)
Workforce (civilian, contractor, retired)
Service members (Active, Reserve/NG, family members, retired)
STAKEHOLDERS
US Congress
Department of Army
Department of Defense
Department of Homeland Security
National Institutes of Health (NCI, NIAID)
Unions
Taxpayers
Maryland Department of the Environment
Surrounding communities

Workforce Profile: Our highly-motivated, well-trained, and productive employees are the key to providing the cost-effective support services and quality facilities that our customers expect and deserve. Beginning in 1999, the USAG initiated a Commercial Activities (CA) Study. Some employees, in search of job security, sought positions outside of the Installation. In an attempt to protect permanent employees who remained for the duration of the Study, management filled vacancies with term-limited hires. Despite functioning at 64 percent of our pre-Study staffing, the USAG maintained its responsiveness to customers and enabled them to accomplish their missions.

The USAG implemented its Most Efficient Organization (MEO) in January 2004, operating at 87 percent of our authorized post-MEO staffing. During the Reduction in Force, all remaining permanent and term employees were offered placement in permanent positions. In developing our MEO, we used the Army's Service Based Costing (SBC) categories, detailed every task and then rebuilt the organization by blending similar tasks.

Approximately 6,979 military members, civilians and contractors work at Fort Detrick, with support services being provided to an additional 739 at Raven Rock Mountain Complex. As of May 31, 2004, the USAG support element consisted of 10 officers, 36 enlisted, 405 Appropriated Fund civilians, 114 Non-appropriated Fund personnel, 507 volunteers, and 261 contract employees. Two bargaining units (American Federation of Government Employees and International Association of Machinists) represent Fort Detrick's civilian workforce. Within each union, specific issues affecting individual organizations are addressed through information sharing and bargaining.

Major Equipment, Facilities and Technology: Fort Detrick facilities (2,129,672 square feet) incorporate a mixture of research/laboratory (27 percent), communication (6 percent), and administrative (17 percent) space. The remaining 50 percent includes living quarters, storage, morale, welfare and recreation, and industrial areas. Fort Detrick's specially designed facilities and laboratories make possible biomedical research development on a variety of virulent toxins and disposal of wastes without endangering the nearby community or population. All laboratories are connected to the Installation's Laboratory Sewer System that provides secondary sterilization of all waste from labs before the waste enters the sanitary sewer system.

The USAG owns and operates a 400-acre adjacent site (Area B), containing a training area and state-licensed landfill. Area B also hosts a complete animal research farm with associated medical treatment areas. The sanitary landfill boasts a "cradle-to-grave"

approach for the disposal of medical waste. The landfill life expectancy has been increased due to Fort Detrick's proactive recycling program and having both municipal and medical waste incinerators. This allows Fort Detrick to minimize waste placed in the landfill, sanitize all waste generated on the Installation, and transfer only ash into the landfill. The state-approved landfill ensures unencumbered and unhindered biomedical research well into the next century.

Fort Detrick's state-of-the-art information technology infrastructure provides automation support to the USAG's mission, as well as to all 39 tenants located at Fort Detrick. We continue to automate many of our processes using state-of-the-art technology to improve processes and performance by reducing response time and providing more accurate cost and rate structure options to our customers. The use of web-based technology has improved our ability to identify customers' current and future requirements, train employees, and share information. The Installation Information Infrastructure Modernization Program (I3MP) recently upgraded a sophisticated communications infrastructure. The upgrades included the installation of single-mode fiber switches and routers and the creation of 3 separate points of entry for the Post, thereby eliminating single points of failure.

Regulatory Environment. Fort Detrick is continually working to reduce the impact that changing environmental, health, safety, and security regulations/oversight have on cost and productivity while adhering to stringent standards for worker safety. Federal regulatory agencies with oversight for various Fort Detrick operations include the Environmental Protection Agency (EPA), Occupational Safety and Health Administration (OSHA) and the Nuclear Regulatory Commission (NRC). The primary State regulatory agency is the Maryland Department of the Environment (MDE). A dramatic increase in construction has resulted in an extensive effort to develop a cooperative partnership with MDE. Fort Detrick has begun migration toward an ISO 14001-conformant Environmental Management System.

A Voluntary Protection Program (VPP) initiative was established that enables the workforce to be active participants in meeting safety standards to safeguard our most precious resource, our employees. The VPP sets performance-based criteria to improve the overall effectiveness and efficiency of our Safety and Health Program.

Customer Relationships: Our customers expect world-class service and cutting-edge technology. Some require our capabilities to deliver complex, cross-functional support or to employ our unique, special-capability facilities. Our key customer requirements are listed in Figure O-2.

FIGURE O-2

USAG CUSTOMER REQUIREMENTS (Listed in order of importance)
Professionalism
Knowledge
Accessibility
Timeliness
Communication
Hours of Operation
Follow-up
Value

Supplier and Partner Relationships: We rely on a variety of suppliers and partners who provide us with goods, services, construction support, and training that enable us to accomplish our mission. Customers, suppliers, partners and USAG directorates establish new processes or review existing processes which result in improved services. Specific requirements are outlined through contracts and agreements, and successful delivery is monitored through quality assurance. Our significant suppliers and partners are identified in Figure O-3.

FIGURE O-3

PRINCIPAL SUPPLIERS
Contractors/Vendors
Utilities (electric, gas and fuel oil)
Defense Finance and Accounting System
Army Corps of Engineers
General Services Administration
Army Contracting Agency
Civilian Human Resource Agency
PRINCIPAL PARTNERS
Frederick City and County
National Interagency Biodefense Campus
Allegheny Power (electric utility)
Colleges and Universities
Army Environmental Center

Competitive Factors. Fort Detrick continually strives to reduce operating costs and staffing while providing the highest quality of service to our customers. The realization of our vision is dependent on USAG redesign, outsourcing, maximizing partnerships and creating a multi-dimensional workforce.

Competitive Position. Our primary competitors are other Army installations who vie for construction dollars, manpower authorizations, and funding. Additional competitors come from businesses that provide services similar to our Directorate of Installation Services (DIS), primarily facility repair and maintenance. During the 4-year CA Study, we looked at other organizations' structures and processes to identify better processes and gather ideas to create a more efficient organization. To exchange ideas, we visited the National Institute of Standards and Technology (NIST) and Aberdeen Proving Ground, activities that perform work similar to ours, and brought in experts from the Navy who had recently undergone a CA Study. We also benchmarked against industry standards and cost data to determine what our costs should be in providing base support.

Strategic Challenges. Our foremost challenge is to continue serving the nation with exceptional base operations and technical support in the face of greater competition for diminishing federal funding, a constantly expanding customer base, and changing customer needs. Four compelling external challenges are revitalization of aging and inefficient buildings, systems, and infrastructure; significant changes in our program-based funding; post-9/11 requirements; and maintaining a highly trained and motivated workforce. These changes require that we pursue key business alliances, strategy changes, new technologies, and enhanced operational management techniques. With the implementation of the MEO, we also face difficulties in maintaining a viable workforce. To be more competitive, we created new position descriptions that resulted in multi-skilled workers at lower grades. Other organizations and installations, however, are staffed at higher grades and consistently recruit our employees.

We are currently pursuing a private/public Hotel/Conference Center venture that may bring added revenue to the Installation. With the construction of the Biodefense Campus, we are bringing in potential reimbursable customers. We are seeking partnerships with private developers to facilitate critical construction support such as the Central Utility Plant to support the NIBC. Fort Detrick completed an economic analysis of our major Army-owned utility plants. We are working towards privatization of utilities and have already privatized natural gas.

Despite concerted efforts, we may be unable to privatize other utilities due to lack of interest.

Improvement Processes. Performance improvement must be emphasized throughout the entire organization to effect any change. Employees are encouraged to present new ideas for process reinvention. A re-energized Corporate Board, made up of employees from all facets of the USAG, focuses its attention and creativity on identifying improved business processes to enhance delivery of services. We encourage customer/stakeholder/workforce participation in Quality Reinvention and Productivity Improvement.

Our approach to performance improvement is to consistently measure, assess and review all aspects of strategic and key operational performance. We use a "Process Iteration and Improvement Procedure (PI2P)" (Figure 6.1.2), to continually monitor and evaluate our processes and ensure they are changed or modified to meet customer's requirements. At Strategic Planning (SP) meetings, construction review boards, and Performance Management Reviews (PMR), we

evaluate our progress in meeting our objectives and determine if the processes used are hindering progress. Fort Detrick's goals and objectives flow directly from our organization's mission and explain how the mission is to be accomplished. Fort Detrick's goals are strategic and provide the framework for the Installation's lower-level operational objectives and action plans. A sample of USAG's goals are in Figure 2.3. To incorporate the Army Performance Improvement Criteria (APIC) with the USAG's leadership and management structure, we are developing a cohesive process that integrates various reporting elements into one system, allowing them to build upon each other to produce measurable data showing improved performance or areas requiring improvement. A web-based tracking system has been established that allows up-to-the minute tracking of suspenses and taskers to meet requirements. Our Activity-Based Costing (ABC) models incorporate all activities and are used to link funding with critical requirements.